SYCAMORE FOUNDATION
LEADERSHIP ACADEMY

Leadership Academy Working Paper Series Guidelines

Editor in Chief:
Professor Joel Hayward

Dean of the Sycamore Leadership Academy

jh@sycamoreleadership.com

The Sycamore Leadership Academy's multidisciplinary Working Paper Series publishes high-quality analytical research papers across the broad fields of strategic-level political and organisational leadership and governance.

The Sycamore Leadership Academy intends its Working Paper Series to be a public good which will assist academics, policy-makers and practitioners to share practical and theoretical knowledge and to contribute to international dialogue on leadership and governance by allowing for quick and timely review, publication, dissemination, and discussion of new thinking and research.

That does not mean that Sycamore's papers will not be credibly peer-reviewed. They will be in order to ensure not only that they serve as a viable option for the academics whose work must be robustly and credibly peer-reviewed, but also to maintain the highest international standards.

General guidelines

Previously published works:
Submissions should not have been published previously, although work published before only in foreign languages will be considered so long as the author secures any necessary republishing rights.

Document format:
All submissions must be in English and in Microsoft Word.

Title and abstract:
The title page should include the paper's title (and subtitle) and the author names only. These should be included at the top of the document. The abstract should be no more than 250 words long and should introduce the topic, summarise the methodology, key arguments and findings, and clarify the importance or relevance of the study.

Please also include a brief (50 words or less) description of the author, ie: title/rank, professional institution, and email contact information.

Paper length and format:
There is no page or word limit for the submitted papers, although most papers will be between 3,500 and 7,500 words excluding the bibliography, graphs and charts, and other scholarly paraphernalia.

Language:
The language must be English using British (UK) spelling.

Page size and numbering:
The paper size should be A4 and the manuscript should include consecutive page numbers at the bottom of the text (exact location is unimportant).

Graphs and charts:
All graphs, charts, formulas with special characters, etc. must be included in the exact format in which they are to appear in the published version.

Formatting:
Please use Times New Roman font, size 12, 1.5 spacing, and 1" margins on all sides; please do not use any special formatting.

General guidelines

Spelling:

Please use British English spellings. Do not use "honor," "center," "realizing," etc., but instead use "honour," "centre," and "realising."

Years:

Please use 1990s, NOT 90s. Do not spell out the years unless at the beginning of a sentence; Do not use apostrophes (e.g., 1990s, NOT 1990's)

Percentages:

Use numerals followed by "percent" – 90 percent, NOT ninety percent or 90%. Do NOT use percent signs (%) except in tables. Percent is one word, not two.

Numbers:

Spell all numbers from one to ten. After that, use numerals (e.g., 125 or 20,036). British usage requires commas separating thousands, millions, etc., not spaces or periods.

Dates:

Use January 27, 2016, not 27 January 2016. When referring to, e.g., the twentieth century, do not hyphenate if the phrase is used as a noun; if it is used as an adjective, please hyphenate, e.g., "twentieth-century ideology." (The same goes for "short term" and "long run" and others like that: hyphenate if used as adjectives, but do not hyphenate if used as nouns).

Acronyms and abbreviations:

U.S. has full stops; UK and EU do not. Acronyms and abbreviations (e.g., UNDP, OECD, NATO) should be in caps.

To submit or ask questions:

To submit a Working Paper for review, or to convey ideas or ask questions that you might have regarding a Working Paper, please email Professor Joel Hayward at:

jh@sycamoreleadership.com

Appendix:
Quick Citation Guide

Book

One author

(Pollan 2006, 99–100)

(Sa'adullah 2003, 247–249)

Pollan, Michael. 2006. *The Omnivore's Dilemma: A Natural History of Four Meals.* New York: Penguin.

Sa'adullah, Ali. 2003. نظرية الدولة في الفكر الخلدوني *[Theory of the State in the Thought of Ibn Khaldun].* Amman, Jordan: Dar Madjalawi Pub. and Dis.

[Note: In general, foreign language sources should be listed with the title in the script of the original language, with everything else in English. If any key information is given in a foreign script, then the English translation should appear in square brackets.]

Two or more authors

(Ward and Burns 2007, 59–61)

Ward, Geoffrey C., and Ken Burns. 2007. The War: An Intimate History, *1941–1945.* New York: Knopf.

For four or more authors, list all of the authors in the bibliography; in the in-text (parenthetical) citation, list only the first author, followed by et al. ("and others"):

(Barnes et al. 1972, 23)

Barnes, Dana, Stewart Feiner, Harold R. Lakatos, and Rene G. Hansen. 1972. *Plastics: Essays on American Corporate Ascendance in the 1960s.* London: Routledge.

Editor, translator, or compiler instead of author

(Lattimore 1951, 24)

Lattimore, Richmond, trans. 1951. *The Iliad of Homer.* Chicago: University of Chicago Press.

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Editor, translator, or compiler in addition to author

(García Márquez 1988)

García Márquez, Gabriel. 1988. *Love in the Time of Cholera.* Translated by Edith Grossman. London: Cape.

Chapter or other part of a book

(Kelly 2010, 81–82)

(Tayie 2013, 103–105)

Kelly, John D. 2010. "Seeing Red: Mao Fetishism, Pax Americana, and the Moral Economy of War." *In Anthropology and Global Counterinsurgency,* edited by John D. Kelly, Beatrice Jauregui, Sean T. Mitchell, and Jeremy Walton, 67–83. Chicago: University of Chicago Press.

Tayie, Mohammed S. 2013. "سياسات الأمن المائي الوطني والإقليمية في دول الخليج العربية" [National and Regional Water Security Policies in the Gulf States"]. In *أمن الماء والغذاء في الخليج العربي [Water and Food Security in the Arabian Gulf],* Emirates Center for Strategic Studies and Research, 139–185. Abu Dhabi: ECSSR.

Chapter of an edited volume originally published elsewhere (as in primary sources)

(Cicero [1908] 1986)

Cicero, Quintus Tullius. [1908] 1986. "Handbook on Canvassing for the Consulship." In *Rome: Late Republic and Principate,* edited by Walter Emil Kaegi Jr. and Peter White. Vol. 2 of *University of Chicago Readings in Western Civilization,* edited by John Boyer and Julius Kirshner, 33–46. Chicago: University of Chicago Press. Originally published in Evelyn S. Shuckburgh, trans., *The Letters of Cicero,* vol. 1 (London: George Bell & Sons).

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Preface, foreword, introduction, or similar part of a book

(Rieger 1982, xxxiii)

Rieger, James. 1982. Introduction to *Frankenstein; or, The Modern Prometheus,* by Mary Wollstonecraft Shelley, xi–xxxvii. Chicago: University of Chicago Press.

Book published electronically

If a book is available in more than one format, cite the version you consulted. For books consulted online, list a URL. Include an access date. If no fixed page numbers are available, you can include a section title or a chapter or other number.

(Austen 2007)

(Kurland and Lerner 1987, chap. 10, doc. 19)

Austen, Jane. 2007. *Pride and Prejudice.* New York: Penguin Classics. Kindle edition.

Kurland, Philip B., and Ralph Lerner, eds. 1987. *The Founders' Constitution.* Chicago: University of Chicago Press. Accessed February 28, 2010. http://press-pubs.uchicago.edu/founders/

Appendix: Quick Citation Guide

Journal article

Article in a print journal

In an in-text citation, list the specific page numbers consulted, if any. In the reference list, give the page range for the whole article.

(Weinstein 2009, 452–453)

(Al-Shehhi 2013, 21)

Weinstein, Joshua I. 2013. "The Market in Plato's Republic." *Classical Philology* 104: 439–458.

Al-Shehhi, Mohammed. "العمل بروح الفريق" ["Working as a Team"]. اقتصاد الإمارات *[UAE Economy]* 13 (June): 21.

Article in an online journal (article not available in print)

Include a DOI (Digital Object Identifier) if the journal lists one. A DOI is a permanent ID that, when appended to http://dx.doi.org/ in the address bar of an Internet browser, will lead to the source. If no DOI is available, list a URL. Include an access date.

(Toronto 2015)

"Why Professionalize? Economic Modernization and Military Professionalism," *Foreign Policy Review* (forthcoming), http://dx.doi.org/10.1111/fpa.12093. Accessed June 24, 2015.

Appendix: Quick Citation Guide

Newspaper and magazine articles may be cited in running text ("As Sheryl Stolberg and Robert Pear noted in a New York Times article on February 27, 2010, …"), and they are commonly omitted from a reference list (see *Chicago Manual of Style*, 14.206). The following examples show the more formal versions of the citations. If you consulted the article online, include a URL and an access date. If no author is identified, begin the citation with the article title.

(Mendelsohn 2010, 69)

(Stolberg and Pear 2010)

(Al-Ittihad 2014)

Al-Ittihad. 2014. "محمد بن راشد: مراكز الخدمة الحكومية الميدان الحقيقي للتنافس" ["Mohammed bin Rashid: Government Service Centers Are Where the Competition Really Is"]. *الاتحاد [Al-Ittihad]*, February 26. Accessed February 26, 2014. http://www.alittihad.ae/details.php?id=17442&y=2014

Mendelsohn, Daniel. 2010. "But Enough about Me." *New Yorker*, January 25.

Stolberg, Sheryl Gay, and Robert Pear. 2010. "Wary Centrists Posing Challenge in Health Care Vote." *New York Times,* February 27. Accessed February 28, 2010. http://www.nytimes.com/2010/02/28/us/politics/28health.html

[Note: The foreign title of publications are given in italics, just as in English.]

(Kamp 2006)

Kamp, David. 2006. "Deconstructing Dinner." Review of *The Omnivore's Dilemma: A Natural History of Four Meals,* by Michael Pollan. *New York Times,* April 23, Sunday Book Review. http://www.nytimes.com/2006/04/23/books/review/23kamp.html

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Thesis or dissertation

(Choi 2008)

Choi, Mihwa. 2008. *"Contesting Imaginaires* in Death Rituals during the Northern Song Dynasty." PhD diss., University Chicago.

Paper presented at a meeting or conference

(Adelman 2009, 15)

Adelman, Rachel. 2009. "'Such Stuff as Dreams Are Made On': God's Footstool in the Aramaic Targumim and Midrashic Tradition." Paper presented at the annual meeting for the Society of Biblical Literature, New Orleans, Louisiana, November 21–24.

Website

A citation to website content can often be limited to a mention in the text ("As of July 19, 2008, the McDonald's Corporation listed on its website ..."). If a more formal citation is desired, it may be styled as in the examples below. Because such content is subject to change, include an access date or, if available, a date that the site was last modified.

(Google 2009)

(McDonald's 2008)

Google. 2009. "Google Privacy Policy." Last modified March 11
http://www.google.com/intl/en/privacypolicy.html

McDonald's Corporation. 2008. "McDonald's Happy Meal Toy Safety Facts." Accessed July 19.
http://www.mcdonalds.com/corp/about/factsheets.html

Appendix: Quick Citation Guide

Blog entry or comment

Blog entries or comments may be cited in running text ("In a comment posted to The Becker-Posner Blog on February 23, 2010, ..."), and they are commonly omitted from a reference list. The following examples show the more formal versions of the citations. There is no need to add pseud. after an apparently fictitious or informal name. (If an access date is required, add it before the URL; see examples elsewhere in this guide.)

(Jack, comment on Posner 2010, February 25, 2010, 7:03 p.m.)

(Muhammad al-Sudani, comment on Rizq 2013, July 2013)

Posner, Richard. 2010. "Double Exports in Five Years?" The Becker-Posner Blog. February 21. http://uchicagolaw.typepad.com/beckerposner/2010/02/double-exports-in-five-years-posner.html

Rizq, Mustafa. 2013. "اقتصاد مصر في عهد مرسي" ["Egypt's Economy in the Age of Morsi"]. الجزيرة نت [al-Jazeera.net], June 27. Accessed March 4, 2014. http://www.aljazeera.net/news/pages/ce119a1c-ea3a-4783-b9f3-dc2358e53340

E-mail or text message

E-mail and text messages may be cited in running text ("In a text message to the author on March 1, 2010, John Doe revealed ..."), and they are rarely listed in a reference list. The following example shows the more formal version of an in-text citation.

(John Doe, e-mail message to author, February 28, 2010)

E-mails and text messages are not listed in the bibliography.

Item in a commercial database

For items retrieved from a commercial database, add the name of the database and an accession number following the facts of publication. In this example, the dissertation cited above is shown as it would be cited if it were retrieved from ProQuest's database for dissertations and theses.

Choi, Mihwa. 2008. "Contesting *Imaginaires* in Death Rituals during the Northern Song Dynasty." PhD diss., University of Chicago. ProQuest (AAT 3300426).